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ABSTRACT

The 20 Regional Education Service Centers in Texas were established in 1967 at the request of the State Board of Education. Governance is vested in locally elected boards of directors in the participating school districts, and each center is managed by an executive director. Operated by state appropriations, special projects and programs, and additional service fees, each center is responsible for its own housing, and is accountable to the state board of education, as well as to the district served. The centers have no regulatory functions: therefore, offerings vary from center to center, depending on local needs. Region 14 serves 13 counties, most of which are comprised of small and rural school districts which contribute to the functional areas and goals, thereby determining the programs and services provided to the small districts. Four cooperative services are provided to the small districts: (1) migrant education: (2) Title I: (3) support services: and (4) special education for districts with fewer than 3,000 students. Future goals of the region include increased funding, additional services and programs, and increased specialized staff assistance. Constraints include the reluctance of local educators to enter cooperatives, distances to remote schools, lack of hard finances, and problems of maintaining quality staff members. (JD)

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REGIONAL EDUCATION SERVICE CENTERS IN TEXAS

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General Information:

In 1965, the Texas legislature authorized the State Board of Education to develop plans and operating procedures for a state-wide system of regional education media centers to be supported with equal amounts of state and local funds. Under Senate Bill 408, the state of Texas established Regional Education Media Centers: to provide educational media materials, equipment, maintenance thereof, and sources to the public free school districts who participate herein.

In 1967, prior to the activation of the Centers, and at the request of the State Board of Education, the legislature broadened the scope of the 1965 legislation to include provisions for the establishment of Regional Education Service Centers/

Presently there are 20 such centers in the state. The geographic size of the regions is determined to a large degree by the ADA of school districts in the area. The original intent was that each center should serve a minimum ADA of 50,000 students. Three of the regions in central west Texas presently do not quite reach this figure.

The included chart summarizes some of the descriptive data of the Centers.

Governance:

Although the Centers are political subdivisions of the State of Texas and under the policies of the State Board of Education, governance is vested in a seven person board of directors elected by the trustees of the participating school districts. Center board members are lay citizens and cannot be employees or board members of any of the participating districts. Members are elected for three year terms and cannot serve more than two consecutive terms. Most of the Centers have divided the regions into board areas in an attempt to equalize representation from all parts of the region.

The Center board serves essentially the same functions as a local school district board. One of the chief functions is that of employing

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an executive director. Executive directors, selected by the regional boards, must be approved by the Commissioner of Education. A list of the 20 executive directors is included.

A Joint Committee composed of one representative from each district and teacher preparation institution serves as an advisory panel to the executive directors and board of directors and conducts an annual evaluation of services. Other advisory committees are appointed as needs arise.

Finances:

The education service centers do not have taxing authority and therefore are dependent upon state appropriations, special projects and programs, and service fees for operational funds. The availability of dependable and flexible operating funds continue to plague most of the Centers. Current legislation authorizes .045 per cent of the states foundation school program, excluding some operational funds, for the operation of the Centers, but in the last session of the Texas legislature only $3,500,000 was appropriated. Each of the Centers receives a base of $200,000 from these "base" funds and the remainder of the appropriation is allotted on the basis of ADA. The state provides up to $1.00 per A.D.A. in matching funds for media services, and about $1.00 per ADA for data processing services. Some state support is also provided for special education, bilingual education, gifted and talented education, and school bus driver training.

Facilities:

Another problem for the Centers has been in securing adequate facilities. Without bonding authority and limited by State Board of Education policiy to fiscal year borrowing, the Centers have had to improvise to find housing. Most have now, through various lease agreements and saved operations money, have either completed or started construction on permanent locations.

Relationship With the Texas Education Agency:

As has previously been mentioned, Center operations are governed by State Board of Education policy. These policies have not been overly restrictive. The 20 executive directors form the Commissioners

Planning Council for elementary and secondary education and meet monthly with the Commissioner, the deputy commissioner, the associate commissioner and key Texas Education Agency personnel to discuss plans and programs.

Accountability:

Some concern has been raised by the lines of accountability for the service centers. The first line is to the districts served and to the board of directors. Legislation requires that within each five year period each Center must conduct a self-study and an evaluation by an outside panel of experts. Additionally, during the same period the Texas Education Agency conducts an exhaustive management and services audit.

Programs and Services:

Participation by school districts in the programs and services provided is strictly volunteer. The most valid evaluation of a Center is the degree to which districts do participate. The Centers have absolutely no regulatory functions.

The offering vary from center to center depending to a large extent upon local needs. Media, data processing, planning and evaluation, accreditation assistance, special education assistance, bus driver training, assistance with the gifted and talented, and basic skills improvement leadership are common to all twenty. The lack of commonality has caused researchers and legislators, problems in trying to neatly describe the centers.

Interested persons can find complete program profiles from all 20 Centers in the Office of Associate Commissioner, Dr. James Hill at the Texas Education Agency.

Region 14 Education Service Center:

The enclosed map shows the thirteen counties and the school districts served from the Abilene headquarters. A study of the list of district and the ADA of each clearly illustrates that Region 14 serves mostly small and rural school districts. Only six districts have over 1,000 pupils. Only three districts have instructional support personnel or vocational education supervision.

District size, absence of instructional support, and other factors associated with sparsity determine the parameters for most of the services provided.

Goals of the Center:

Each year, the staff of Region 14 Education Service Center prepares a Master Plan for the year which is related to the goals and functional areas. Progress toward meeting these goals is tracked through a computerized management information. The functional areas and goals have been included for study by the reader.

Programs and Services:

Programs and services are developed through need assessment data, funding possibilities, and in conjunction with the Center goals. The enclosed folder presents a fairly up to date listing of services currently being provided. The list changes almost monthly.

Some additional explanation could be made about all of the programs, but special note should be given to four services that are provided the small districts.

Migrant Education Cooperative:

Since the districts are so small the number of migrant students in each is also small, making it difficult, if not impossible for each district to have its own program. Region 14 has developed a plan to include over 20 districts in one giant flexible project. Personnel, materials, staff development, and program assistance are provided to all districts.

Title I Cooperative:

This effort is very similar to the migrant program with the notable exception that the Center does not recieve support funds from Title I. Participating districts pay a small fee for participation.

Support Services Cooperative:

The State Legislature, in its last session, provided .6 of one personnel unit to each district with an ADA of fewer than 1,000 students to be used cooperatively with other districts to provide support services needed to meet accreditation standards. The education service centers were given planning and management responsibilities

for these programs. Currently, 28.5 personnel units are being used to provide counselors, nurses, librarians, instructional specialists, and planning specialists to the districts of the region.

Taylor/Callahan Special Education Cooperative:

In Texas, districts with fewer than 3,000 students in attendance are asked to enter into cooperation with other districts to reach a minimum base of 3,000 for the provision of special education services. This insures a cost effective way of providing diagnosticians, counselors, and other special services. The districts of Taylor and Callahan counties have formed such a cooperative and Region 14 Education Service Center serves a fiscal manager.

The need for special services seems to grow annually. The low incidence of some learners with special needs makes some services rather expensive - but available.

During the 1979-80 school year, the staff of Region 14 drove over 300,000 miles providing services to the 50 districts. They conducted 399 workshops for over 15,000 participants, spent over $150,000 for new materials, and circulated almost 35,000 films and kits.

The enclosed budget information shows the anticipated revenue and spending plan for 1980-81. Of the total amount, all but about $282,000 is for specific programs, contracts or other categorical projects.

Where Do We Go From Here?:

Only time will tell about future finances. It is hoped that base funding will be restored to the .045 level.

Planners do see some new services on the horizon. Cooperatives for teaching advanced math and science, the arts, vocational subjects, and foreign language may follow the lead set by the Region 14 migrant and Title I efforts. There seems to be a need for additional specialists for profoundly handicapped children. The needs go on.

What are the constraints? Reluctance of local educators to enter cooperatives, distances to remote schools, lack of "hard" finances, and problems of attracting and keeping good staff members are but to name a few.

Much work remains in order to make the education service centers as effective as it should be in providing for the needs of our small and rural districts.

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REGIONAL EDUCATION SERVICE CENTERS

REGION	HEADQUARTERS	REGION	HEADQUARTERS
1	Edinburg	11	Fort Worth
2	Corpus Christi	12	Waco
3	Victoria	13	Austin
4	Houston	14	Abilene
5	Beaumont	15	San Angelo
6	Huntsville	16	Amarillo
7	Kilgore	17	Lubbock
8	Mount Pleasant	18	Midland
9	Wichita Falls	19	El Paso
10	Richardson	20	San Antonio

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SELECTED 1977-78 DESCRIPTIVE DATA FOR TEXAS REGIONAL EDUCATION SERVICE CENTERS (RESCs)

Region	Headquarters Location	Number of Counties	Number of LEAs	Area in Square Miles	Distance to Farthest LEA	Refined ADA	Wealth Per Student	Size of Professional Staff
I	Edinburg	7	39	10,515	145	147,984	$ 39,029	70
II	Corpus Christi	11	45	11,414	101	94,523	88,009	15
III	Victoria	11	41	10,833	85	50,442	140,291	21
IV	Houston	7	56	6,856	85	513,722	93,821	98
V	Beaumont	6	30	5,152	70	83,362	81,205	23
VI	Huntsville	15	60	12,110	125	78,157	90,370	79
VII	Kilgore	17	100	13,305	111	122,170	88,706	41
VIII	Mount Pleasant	11	49	6,419	70	48,534	71,313	25
IX	Wichita Falls	12	40	10,513	70	37,427	85,345	38
X	Richardson	8	81	6,548	73	347,930	76,447	103
XI	Fort Worth	10	82	7,745	87	206,871	67,939	37
XII	Waco	12	82	11,316	100	89,619	62,230	45
XIII	Austin	15	60	12,957	90	126,995	79,748	93
XIV	Abilene	13	51	12,155	100	43,123	148,365	29
XV	San Angelo	18	49	25,224	165	42,314	85,522	26
XVI	Amarillo	26	74	25,805	150	68,647	125,115	44
XVII	Lubbock	20	65	18,966	112	79,757	142,231	33
XVIII	Midland	19	33	37,145	250	65,030	166,146	25
XIX	El Paso	2	13	5,095	120	102,438	44,762	53
XX	San Antonio	14	50	15,945	150	226,957	48,135	94
TOTAL/AVERAGE		254	1100	266,018	113	2,576,002	$ 82,809	992

Sources: Stephens' multi-state ESA study, TEA data tapes for 1977-78 and Cis Myers (Office of the Lieutenant Governor), Regional Education Service Centers in Texas.

From:
Factors Influencing Local Education Agency Participation in the Programs and Services of Education Service Agencies in the State of Texas, Stephens Associates, October 1979

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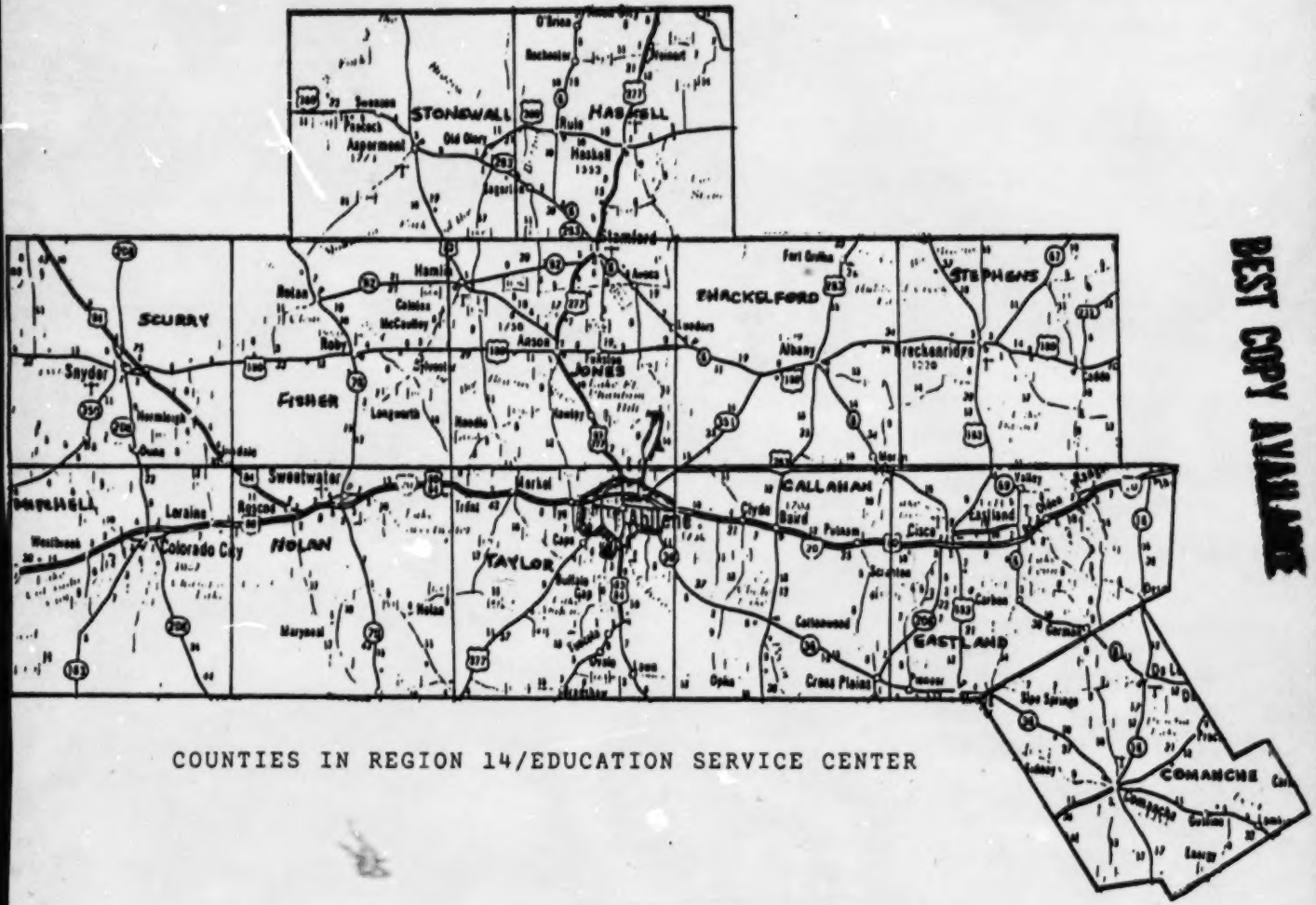
Regional Education Service Centers
Revenue Source/Approximate Amount
1978-79

(Source: Independent Audit Reports)

ESC	Headquarters	ADA (1978-79)	Local	State	Federal Sources			GRAND TOTAL
					Direct from USOE	State Administered	Total Federal	
1	Edinburg	152,137	$ 1,769,234	$ 1,695,402	$ 325,191	$ 1,883,498	$ 2,208,689	$ 5,673,325
2	Corpus Christi	94,177	459,228	1,129,910	--	1,217,171	1,217,171	2,806,309
3	Victoria	49,943	868,208	698,730	--	912,166	912,166	2,479,104
4	Houston	523,099	6,543,252	5,129,041	321,126	2,100,724	2,421,850	14,094,143
5	Beaumont	82,412	354,306	751,390	--	350,369	350,369	1,456,065
6	Huntsville	81,150	455,001	1,444,611	3,860	1,511,937	1,515,797	3,415,409
7	Kilgore	123,424	526,879	1,658,392	--	749,220	749,220	2,934,491
8	Mt. Pleasant	48,333	339,869	940,731	5,310	156,721	162,031	1,442,631
9	Wichita Falls	36,872	518,326	783,607	96,892	652,031	748,923	2,050,856
10	Richardson	348,303	3,984,278	2,746,688	77,129	1,654,168	1,731,297	8,462,263
11	Fort Worth	208,687	1,281,648	1,744,988	43,642	1,238,688	1,282,330	4,308,966
12	Waco	88,513	394,570	1,369,464	101,264	1,602,552	1,703,816	3,467,850
13	Austin	128,929	1,467,299	1,307,869	142,702	4,076,862	4,219,564	6,994,732
14	Abilene	42,563	282,761	688,596	--	1,951,872	1,951,872	2,923,229
15	San Angelo	42,155	387,279	950,088	--	1,355,473	1.355,473	2,692,840
16	Amarillo	68,294	789,053	1,165,444	515,853	1,104,425	1,620,278	3,574,775
17	Lubbock	77,815	1,041,528	1,009,805	--	706,468	706,468	2,757,801
18	Midland	64,080	348,183	769,301	--	686,719	868,719	1,804,203
19	El Paso	103,043	1,450,269	1,304,736	66,276	1,080,933	1,147,209	3,902,214
20	San Antonio	226,647	3,825,290	3,012,152	889,620	2,389,691	3,279,311	10,116,753
	TOTAL	2,590,576	$27,086,461	$30,300,945	$2,588,865	$27,381,688	$29,970,553	$87,357,959



COUNTIES IN REGION 14/EDUCATION SERVICE CENTER

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REGION 14/EDUCATION SERVICE CENTER

SCHOOL DISTRICTS AND AVERAGE DAILY ATTENDANCE 1979-80

DISTRICT NAME	ADA
CROSS PLAINS ISD	399.970
CLYDE ISD	965.650
BAIRD ISD	410.310
EULA ISD	350.040
COMANCHE ISD	1,119.780
DE LEON ISD	693.300
GUSTINE ISD	155.290
SIDNEY ISD	135.250
CARBON ISD	116.640
CISCO ISD	816.110
EASTLAND ISD	757.460
GORMAN ISD	297.890
RANGER ISD	562.790
RISING STAR ISD	266.800
HOBBS ISD	90.030
MCCAULLEY ISD	82.880
ROBY ISD	321.670
ROTAN ISD	504.550
HASKELL ISD	715.920
ROCHESTER ISD	184.030
RULE ISD	232.020
WEINERT ISD	82.980
PAINT CREEK ISD	56.820
ANSON ISD	792.560
HAMLIN ISD	724.430
HAWLEY ISD	539.660
LUEDERS-AVOCA ISD	192.220
STAMFORD ISD	885.870
COLORADO ISD	1,311.060
LORAINE ISD	303.650
WESTBROOK ISD	147.550
ROSCOE ISD	450.020
SWEETWATER ISD	2,640.080
BLACKWELL ISD	93.940
DIVIDE ISD	74.270
HIGHLAND ISD	110.230
HERMLEIGH ISD	170.320
SNYDER ISD	3,056.990
IRA ISD	149.610
ALBANY ISD	485.490
MORAN ISD	99.540
BRECKENRIDGE ISD	1,700.830
ASPERMONT ISD	301.720
OLD GLORY ISD	40.060
ABILENE ISD	15,717.530
MERKEL ISD	961.160
TRENT ISD	151.150
JIM NED ISD	482.990
WYLIE ISD	794.980
Hamby ISD	80.630
	41,776.920

REGION 14/EDUCATION SERVICE CENTER
1980-81 BUDGET

REVENUE	1980-81
Local	447,368
State	1,534,344
ESEA(Federal Funds)	2,078,587
DIRECT FEDERAL	
INTERMEDIATE SOURCES	75,483
Total	4,135,782

EXPENDITURES	1980-81
By Major Categories:	
6100-Payroll Costs	3,032,595
6200-Purchased & Contracted	459,883
6300-Supplies & Materials	304,237
6400-Other Operating Exp. (Travel, etc.)	225,362
6600-Capital Outlay	80,870
Total	4,102,947

	By Functions	1980-81
10	INSTRUCTIONAL SERVICE	
	11 Instruction	$1,756,033
20	INSTRUCTIONAL RELATED SERVICES	
	21 Instructional Administration	329,469
	22 Instructional Resources & Media	219,885
	25 Curriculum & Personnel Development	2,611
	26 Communication & Dissemination	16,370
30	PUPIL SERVICES	
	31 Guidance & Counseling Services	774,307
	33 Health Services	105,945
	34 Pupil Transportation	1,900
	37 Food Services	2,650
40	ADMINISTRATION	
	41 General Administration	602,849
50	PLANT SERVICES	
	51 Plant Maintenance & Operation	59,170
	52 Facilities Acquisition & Construction	
70	DATA PROCESSING SERVICES	
	72 Computer Processing	186,270
80	ANCILLARY SERVICES	
	81 Community Services	45,488
	Total	4,102,947

GOALS OF THE REGION 14 EDUCATION SERVICE CENTER

The goals of the Region 14 Education Service Center have been developed and reviewed in terms of: (1) relationship to the goals of the State Board of Education, (2) alignment with major education service center functions, and (3) future projected priorities. The intent of such an approach has been to establish goals which are compatible with state-wide priorities yet which reflect the priority missions of the Center.

The Center's goals are arranged under eight broad categories called Functional Areas:

100	Instructional Materials
200	Staff Development
300	Planning and Development
400	Institutional Support
500	General Center Operations
600	Student Services
700	Community Services
800	Board Development

Thirty-seven specific goals of the Center appear under the various Functional Areas. These 37 goals are undergirded by 100 indicators which further define and specify the meaning of the goals.

REGION 14 EDUCATION SERVICE CENTER

ORGANIZATIONAL GOALS

100 INSTRUCTIONAL MATERIALS

110 To provide materials for preview.

111 Educational materials/media for preview in support of school programs.

112 Educational materials/media for examination in support of school programs.

113 Educational materials/media for evaluation in support of school programs.

120 To make available examination copies of state-adopted materials.

121 Materials being considered for state adoption.

122 Materials for local adoption.

130 To maintain a reference library of all state-adopted materials.

140 To provide on-loan supplementary materials in support of school programs.

141 On-loan testing materials.

142 On-loan supplementary multi-media materials.

143 On-loan films.

150 To provide resources for the development of original materials.

151 Provide consultant assistance for individuals developing aids for school-related programs.

160 To provide for the introduction of new technologies in the educational process.

161 Computer-assisted instruction.

162 Techniques in educational television.

163 Techniques in educational photography.

200 STAFF DEVELOPMENT

210 To provide activities that develop personnel awareness and/or competency in innovative programs, products, and techniques in pre-academic, academic, and developmental skills areas.

211 Pre-academic.

212 Information on innovations and programs for development of traditional reading, writing, and math skills at the primary, intermediate, and secondary levels.

213 Instruction in techniques, innovations, and programs for development of sensorimotor and functional survival skills for all levels.

214 Provide classroom lesson demonstrations.

220 To provide activities that develop personnel awareness and/or competency in innovative programs, products, and techniques for instruction in economic and occupational competencies.

221 Knowledge of the fundamental economic structure and processes.

222 Occupational and/or academic skills prerequisite to enter and advance in the economic system.

223 Information in the application of economic knowledge for functioning in the economic system.

230 To provide activities that develop personnel awareness and/or competency in innovative programs, products, and techniques for instruction in citizenship and political competencies.

231 Knowledge of political systems and the responsibilities and privileges of citizenship.

232 Skills for participating in the democratic process.

233 Instruction in political decision-making skills.

240 To provide activities that develop personnel awareness and/or competency in innovative programs, products, and techniques for instruction in physical and environmental health and ecological balance.

241 Knowledge about the requirements of personal health maintenance

242 Skills in recreation which will permit life-long exercise and enjoyment.

243 Instruction in recognizing and preventing health problems.

250 To provide activities that develop personnel awareness and/or competency in innovative programs, products, and techniques for instruction in the appreciation of culture, language, and life-style diversities and their corresponding aesthetic values.

251 Knowledge of the contribution made by cultures to the American society.

252 Knowledge of and basic competence in a language other than English.

260 To provide activities that develop personnel awareness and/or competency in innovative programs, products, and techniques for instruction in personal and social relations.

261 Knowledge about basic psychological, sociological, and cultural factors affecting human behavior.

262 Skills in interpersonal and group relations, values clarification, and formation of ethical and moral standards of behavior.

263 Understanding of the necessity to cope with changes in personal status and social patterns.

270 To provide activities that develop personnel awareness and/or competency in innovative programs and techniques for instruction in the creative and responsible use of leisure time.

300 PLANNING AND DEVELOPMENT

310 To provide activities designed to assist school districts in the assessment of educational needs.

311 Technical assistance in the design and administration of needs assessment instruments.

312 Consultant expertise in the interpretation of test data and its program implications.

313 Provide assistance in the design and management of assessment procedures.

320 To provide activities designed to assist school districts in developing educational programs and services responsive to student needs.

321 Provide information about new educational programs.

322 Provide technical assistance in the development of proposals for strengthering existing, new, and/or innovative programs.

323 Provide impetus in organizing cooperatives through joint school and/or ESC efforts utilizing innovative programs and techniques.

330 To assist school districts to design evaluation systems to assess pupil progress toward meeting educational goals.

331 Provide information about successful education systems pertaining to pupil progress.

332 Technical assistance in conducting workshops for pupil evaluation systems.

333 Assistance in designing goals and objectives for pupil progress.

334 Assistance in planning for the collection, processing, and treatment of data necessary for adequate pupil assessment

340 To assist school districts to design evaluation systems to assess personnel progress toward meeting educational goals.

341 Provide information about "model" programs.

342 Conduct workshops on personnel evaluation procedures.

343 Provide technical assistance through consultants, literature, etc.

344 Technical assistance in developing personnel evaluation systems (i.e., job target concepts, etc.).

350 To assist school districts to design evaluation systems to assess institutional progress toward meeting educational goals.

351 Technical assistance in developing supervision and/or monitoring systems for educational programs.

352 Technical assistance in preparing for/conducting comprehensive needs assessments.

353 Technical assistance in conducting self studies/accreditation activities

360 To provide for management and support services appropriate to achieving organizational efficiency and accountability.

361 Technical assistance in designing management systems--M.B.O., P.P.B.S., etc.

362 Technical assistance in designing management plans for school projects.

363 Technical assistance in formulating timelines--PERT charts, GANTT diagrams, etc.

400 INSTITUTIONAL SUPPORT

410 To provide data processing services for grade reporting, testing, scheduling, attendance services, finance, payroll, and accounting.

411 To provide on-site technical assistance to school districts in the organizing, operating, and problem-solving of data processing services.

412 To provide for validation of input and output data from the schools to assure reliability and accuracy.

413 To provide planning assistance for maximum utilization of data processing services.

414 To provide for tax and fixed assets accounting.

420 To provide staff and program development through co-op arrangements and joint ESC-LEA support resources.

421 To assist in design and operation of cooperative efforts to assure greater cost effectiveness.

422 To provide vehicles for regional/multi-district program development and provision for services.

423 To provide for regional program management services to meet special school and student needs.

430 To provide fiscal management services through cooperative and joint ESC-LEA arrangements.

431 To provide centralized accounting services for cooperatives

432 To provide centralized accounting services for small school districts, including budget assistance and bank reconciliations.

440 To provide technical assistance to school managers in the areas of school management and school operation.

441 To provide orientation activities for school managers relative to legal requirements, guidelines, and procedures.

442 To provide direct services to assist in problem-solving and program development activities.

450 To provide direct services to clients as specified in a state plan in response to local requests.

451 To respond to local requests for assistance in evaluation, staff development, and program planning.

452 To provide technical assistance relative to program development in accordance with state plans or guidelines.

453 To provide staff development workshops upon request of district superintendents or when necessitated by major changes in present systems.

460 To provide for the collection and dissemination of data relative to student needs, operational efficiency, and fiscal management.

461 To provide for assistance in the collection of data required by state law or regulation.

462 To assist local school districts in the collection and analysis of data relative to student and institutional needs.

500 GENERAL CENTER OPERATIONS

510 To provide for the organization and utilization of processes and procedures in fiscal management to assure the attainment of organizational efficiency, fiscal integrity, and maximization of cost effectiveness.

511 Maintenance of central accounting functions.

512 Provision for regular and periodic review of fiscal services.

513 Provision for recruitment, training, and deployment of competent personnel.

514 Provision for audit and reporting in accordance with state standards.

520 To provide for the acquisition and maintenance of physical facilities required to accomplish the missions of the Education Service Center.

521 Provide a clean, comfortable, and attractive work environment for all employees.

522 Provide adequate storage area.

523 Provide for meeting and conference facilities for internal and external use.

530 To provide for an efficient and functional system for personnel selection, training, and deployment.

531 Provision for personnel selection based upon appropriate non-discriminatory procedures.

532 Provision for assessment and evaluation of staff based upon objective criteria.

540 To provide for management of program operations utilizing the framework of Education Service Center goals and incorporating essential concepts of the management-by-objectives approach.

541 Development and utilization of planning and evaluation skills.

542 Utilization of management-by-objectives in development of mission plans.

550 To provide for a system of information services and data collection.

551 Maintenance and utilization of a central Management Information System.

552 Publication and distribution of newsletters, guides, and instructional aids.

553 Maintenance of a Professional Resource Center.

560 To provide for a system of policy development and review.

561 Development of new policies.

562 Policy review and adoption.

563 Development of operational procedures and administrative regulations.

570 To provide for the circulation of educational materials relative to ESC operations.

571 Provide for a delivery system for the circulation of all ESC-related materials to all school districts in the region.

600 STUDENT SERVICES

610 To provide direct services to students.

611 Provide appraisal services.

612 Provide prescriptive services.

613 Furnish direct instructional services.

614 Provide student guidance and counseling.

615 Provide ancillary services.

620 To assist in planning for and developing an educational program for students.

621 Provide technical assistance for development and design of educational plans.

622 Provide information to parents concerning students' needs, interests, and aptitudes.

623 Technical assistance in evaluating student data and placement.

700 COMMUNITY SERVICES

710 To provide activities designed to assist communities and local organizations in supporting educational aims.

711 Participate and assist in parent advisory and/or community meetings.

712 Enlighten as to essential community resources and agencies which can provide assistance in areas of need.

713 Refer community members to agencies which can offer assistance.

800 BOARD COMPETENCY DEVELOPMENT

810 To provide activities that facilitate developing board awareness of legal implications relative to new and innovative programs and instructional techniques for educational improvement.

811 Knowledge of the Texas Education Agency accreditation procedures and requirements inherent in each phase.

812 Understanding the various options and flexible arrangements available both among and within educational organizations to increase and enhance district educational offerings.

820 To provide activities and services that facilitate developing board competencies in achieving long-range educational direction and improvement for the district.

821 To provide community surveys, projections, and future trend studies.

822 To assist in district educational assessment projects.

823 To provide technical assistance relative to union relations, contracts, and negotiations.